UNITED NATIONS

DP

Governing Council of the United Nations Development Programme

Distr.
GENERAL

DP/CP/MON/5
22 April 1993

ORIGINAL: ENGLISH

Fortieth session
1-18 June 1993, New York
Item 4 (a) of the provisional agenda

PROGRAMME PLANNING AND IMPLEMENTATION

Country, intercountry and global programmes

FIFTH COUNTRY PROGRAMME FOR MONGOLIA

Programme period	Resources	$
January 1993-December 1996	Net IPF	6 331 000
	Estimated cost-sharing	3 477 000
	Total	9 808 000

CONTENTS

		Paragraphs	Page
I.	DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES	1 - 7	2
A.	Current socio-economic situation	1 - 5	2
B.	National development objectives and strategies ...	6 - 7	3
II.	EXTERNAL COOPERATION	8 - 15	3
A.	Role of external cooperation	8 - 10	3
B.	Coordination arrangements	11 - 15	4
III.	THE COUNTRY PROGRAMME	16 - 48	5
A.	Assessment of ongoing country programme	16 - 20	5
B.	Proposals for UNDP cooperation	21 - 44	6
C.	Assistance outside the main areas of concentration of the country programme	45	11
D.	Implementation and management arrangements	46 - 48	11

Annexes

I.	Financial summary	13
II.	Programme matrix	15

I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Following the country's first multi-party election in mid-1990, the Government of Mongolia embarked on a comprehensive programme of reform aimed at transforming the country's centrally planned economy to a market economy. Reform measures covered prive liberalization, privatization of public enterprises, adoption of new macroeconomic frameworks and regulations and the establishment of institutions and structures required for macroeconomic management.

2. The Government's adoption of a new economic policy framework was concurrent with major external shocks that have seriously affected the country's economy. First, because of its own financial crisis, the former Soviet Union terminated its financial and technical assistance to Mongolia in 1991. During the previous 10 years, Soviet assistance accounted for 30 per cent of Mongolia's gross domestic product (GDP). Second, the collapse of the Council for Mutual Economic Assistance (CMEA) system in 1991 seriously disrupted Mongolia's external trade. In the past, 95 per cent of Mongolia's trade had been with countries of the CMEA block. The external shocks necessitated strong stabilization measures to reduce the very large current and external account deficits. They also emphasized the need for rapid restructuring of the economy so that self-sustaining growth could be resumed as soon as possible.

3. Since 1991, virtually all productive sectors have registered substantial declines in output. In the agriculture sector, gross output fell by 8 per cent in 1991; this included a negligible fall in livestock output and a 26 per cent decline in crop output. That same year, industrial output fell by 20 per cent in real terms. The downward trend is continuing with real industrial output for the first six months of 1992 estimated to be 21 per cent lower than during the same period the previous year. External trade likewise registered a rapid decline in the value. Measured in dollars, exports and imports (excluding turnkey projects) fell by 22 per cent and 43 per cent respectively in 1991. In the first seven months of 1992, trade turnover fell by 6 per cent, and although exports increased by about 7 per cent, imports fell by 16 per cent compared to the same period in 1991. In general, real GDP fell by 9 per cent in 1991 and a further decline of about 8 per cent is expected for 1992.

4. In addition to the problems of economic transition and severe disruptions in trade, Mongolia faces a number of basic development constraints. The country's physical and productive infrastructures are obsolete and require significant investments. The industrial sector, in particular, requires considerable restructuring, as a large part of industrial enterprises are unlikely to survive under competitive market conditions.

5. Mongolia's long-term development potential is, fortunately, more promising. The country has a small population (2 million), abundant natural resources and a well-educated labour force. Its traditional rural economy, based mainly on livestock production, continues to be fairly resilient. On the area of social services, the Government has definite advantages. The country's health and education systems are relatively well developed and the distribution of wealth

among the population is, for the moment, fairly equitable. However, there is incipient poverty created by rising unemployment and slow growth in the private-sector. Policies and measures to arrest this trend are urgently required.

B. National development objectives and strategies

6. Mongolia's new Government, elected in June 1992, has reiterated its commitment to reform policies and concomitant development goals, strategies and priorities as reflected in its Programme of Action. The Government's short-term priority is to accelerate the transition to a market economy and resolve the current economic crisis. To this end, the Government embarked on a stabilization programme designed to limit the decline in GDP in 1992, achieve a zero growth in 1993 and thereafter resume a modest growth. The Government's stabilization programme is centered around the following key objectives: liberalization of prices; reduction of fiscal deficit; privatization of state-owned assets; reduction of differential between official and market exchange rates; and development of human resources for a market economy.

7. For the medium term, the Government's strategy is to promote public investment and support the productive sectors in order to lay the foundation for longer-term development. This includes measures to ensure financial stability and structural reforms to support the market economy and the emerging private sector. The Government's long-term goal is to create an open, free-market economy conducive to foreign investments and capable of sustaining balanced growth.

II. EXTERNAL COOPERATION

A. Role of external cooperation

8. Following decades of dependence on a single bilateral donor, Mongolia has, since 1990, attracted active interest from a wide range of multilateral and bilateral donors. To date, more than 20 donors have committed external loans and grant assistance for a total of about $700 million; the Governments of Germany, Japan and the United States of America, the Asian Development Bank (AsDB), the World Bank and the International Monetary Fund (IMF) are the major donors. The assistance has been directed at three fronts, to deal with:

(a) The crisis created by the collapse of traditional trading and economic relations patterns;

(b) Problems relating to the transition from a centrally planned to a market economy; and

(c) Structural and long-term development problems.

9. Of the total assistance committed since early 1990, about 40 per cent was for balance-of-payments support, about 35 per cent for project assistance and about 20 per cent for technical cooperation. The remainder concerns aid in kind. It is anticipated that with the successful implementation of ongoing reform programmes, there will be a gradual but accelerating shift from balance-

of-payments support and emergency assistance towards project and programme assistance for Mongolia's long-term development.

10. Technical cooperation plays a crucial role in facilitating Mongolia's transition to a market economy. This cooperation is needed to assist the Government in the formulation of policies and concomitant legislation, the development of comprehensive strategies, the introduction of major institutional changes, the establishment of new operational and management systems and the training and retraining of large numbers of persons in basic management and related skills. The shift towards longer-term development aid and the need to improve the country's absorptive capacity for aid will further accentuate the need for technical cooperation.

B. Coordination arrangements

11. Following the restructuring of the Government in the third quarter of 1992, the responsibility for foreign economic cooperation, including the formulation of policies and coordination of external assistance, was centralized in the National Development Board under the direct supervision of the Prime Minister.

12. To cope with the economic crisis resulting from the collapse of the CMEA system, the Government of Mongolia, jointly with the Government of Japan and the World Bank, convened "Assistance Group Meetings" in Tokyo in September 1991 and May 1992. The main objectives of these meetings were to review Mongolia's economic situation and progress in implementation of economic reform policies; to monitor the status of committed financial and technical cooperation; and to consider Mongolia's emergency import needs. At the September 1991 meeting donors announced $254 million in loans and grants, and a further $320 million was committed at the May 1992 meeting.

13. In addition to the Assistance Group Meetings, the Government also convenes, with UNDP support, annual donor consultation meetings in Ulaanbaatar. The first meeting was convened in October 1991 and the second in October 1992. The main objectives of the meetings were to update donors on implementation of reform policies; to report on utilization of external assistance; and to inform donors of the Government's development policies, strategies and priority programmes, and the external assistance required for their implementation. Coordination at the sectoral level is effected through informal, local donor meetings held on a periodic basis. These meetings have contributed to sectoral coordination and have enhanced the effectiveness of aid to programmes and projects.

14. The Government wishes UNDP to continue its support for the ongoing donor consultation process. In light of the anticipated shift from emergency assistance and balance-of-payments support towards longer-term development assistance, it has been agreed in principle to develop the existing donor consultation mechanism into a round-table process in which UNDP will play a lead role, particularly as it relates to technical cooperation requirements. The Government also foresees a key role for the World Bank, especially with respect to macroeconomic review.

15. In addition to the donor consultation process, UNDP supports the national technical cooperation assessment and programmes (NATCAP) process in Mongolia.

The focus of the NATCAP process is to build national capacity for effective utilization of technical cooperation. This includes assessment of this cooperation, formulation of policies and strategies and the establishment of institutional structures and systems for their effective management. The process, which began in 1992, is complementary and will provide direct input to the Government's aid coordination mechanism.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

16. The fourth country programme for Mongolia began in 1987, when the economy was centrally planned and the Government controlled production in most sectors. The programme was input-oriented and gave emphasis to the acquisition of high technology in support of three main types of activities:

(a) Production or research on production for goods and services which in a market economy would normally be produced and distributed by the private sector;

(b) Infrastructure activities, including those relating to meteorology, civil aviation, groundwater information and satellite data; and

(c) Support to specialized training institutions, mainly through equipment supply.

17. UNDP assistance under the fourth country programme was, therefore, capital-intensive with more than 50 per cent of its funds spent on equipment. The country programme followed broad sectoral priorities and the lack of focus resulted in fragmentation of the programme. Despite the limited indicative planning figure (IPF) of about $6 million, there were 39 concurrent projects. Two thirds of the projects (25) were still under implementation in 1991, although only a few (5) are expected to continue into 1993 due to efforts to reorient the programme.

18. The problems resulting from poor conceptualization and design of the overall programme and projects were further compounded by the administrative command system which seriously hampered programme implementation and monitoring. The executing agencies' performance was also less than than satisfactory, with delays in delivery, frequent lack of specification and sometimes even loss of equipment.

19. The mid-term review of the country programme held in mid-1989 addressed some of the problems affecting the programme and the participants in the review agreed to a Management Development Programme (MDP) project. After the initiation of reform programmes in mid-1990, efforts were made to reorient the programme with closure of some ongoing projects and approval of several projects in support of the Government's reform measures. The use of such cost-effective modalities as United Nations International Short-Term Advisory Services (UNISTAR) and United Nations Volunteers (UNV) were also introduced. In addition, Mongolia also participated in a number of activities aimed at promoting technical cooperation among developing countries (TCDC). The need to complete certain projects as well as the decision to extend the fourth country

programme by one year resulted in the borrowing of $2.53 million from the fifth cycle IPF.

20. In terms of impact, only four projects under the fourth programme have contributed to the development of the organizational capacity in Mongolia. These are: management development, agriculture management, civil aviation development and English for special purposes. Although several projects approved in 1991 are also expected to contribute to national capacity-building, the majority of projects accomplished relatively little. They were often based in state agencies that did not make a sustained contribution to national development. Many of these agencies are slated to disappear in the new Government. This mutual assessment of the fourth country programme by the Government and UNDP has added to the resolve to improve the design, implementation and monitoring of the new country programme. To this end, it has been agreed that the Government and UNDP exchange information and review progress in programme implementation on a more frequent and systematic basis.

B. Proposals for UNDP cooperation

1. Preparatory process

21. Preparation of the fifth country programme began in mid-1990, after the adoption of new economic policy framework by the Government. A series of meetings was held between the Government and UNDP during the latter part of 1990 on the desirable focus, scope and nature of future UNDP assistance to support the Government's reform measures.

22. Further consultation took place in the context of preparation for the Donor Consultation Meetings convened in Ulaanbaatar in 1991 and 1992. The preparatory process helped to define the Government's overall development policies and priorities and to identify possible areas of cooperation with UNDP. In addition, the initial phase of the continuing NATCAP process, which provided substantive inputs to the 1992 Donor Consultation Meeting, helped to delineate specific priority areas for future cooperation between the Government and UNDP.

23. Intensive consultation also took place with the World Bank, IMF and AsDB, as well as with key bilateral donors, to ensure complementarity and coordination. During the preparatory phase, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) completed their multi-year programming exercise. In addition, the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the International Labour Organisation (ILO) and the United Nations Centre for Human Settlements (UNCHS) carried out sectoral reviews or programming missions, which contributed to the country programming process.

24. The UNDP advisory note was submitted to the Government in September 1992. The Government concurs with the recommended areas for UNDP assistance, which are consistent with prior consultation on overall national priorities and the strategic use of UNDP assistance.

2. Strategy for UNDP cooperation

25. Despite the modest IPF for Mongolia, the Government believes that UNDP, by virtue of its technical cooperation mandate and impartial character, has certain comparative advantages. These can best be brought into play in the following strategic areas:

(a) Formulation of policies, strategies and programmes;

(b) Development of national capacity, including management, institutional and human resources; and

(c) Transfer and adaptation of know-how and experience.

26. In order to make optimum use of UNDP cooperation, the Government will concentrate this assistance in a limited number of priority areas where a programme approach can be applied. In this regard, the Government recognizes the catalytic role of UNDP and its potential for resource mobilization in a programme context. The fifth country programme will maximize this comparative advantage by developing programmes which will provide a framework for coordinated programming of not only UNDP but also other donor assistance.

3. Proposed UNDP cooperation in selected areas of concentration

27. In keeping with the national development agenda, the Government proposes to focus on four interrelated objectives which are central to the Government's Programme of Action:

(a) Economic performance management, to formulate policies and strategies for key socio-economic sectors and to build national capacity for their implementation;

(b) Management development, to address institutional, organizational and human resources constraints to effective public- and private-sector management;

(c) Poverty alleviation, to arrest and, if possible, reverse the trend towards poverty and protect the vulnerable groups from the negative effects of reform measures; and

(d) Environmental protection, to prevent degradation and depletion of Mongolia's natural resources and to promote sustainable development. (This programme is subject to availability of funds from the Global Environmental Facility (GEF) and Capacity 21.)

28. Over the past two years, Mongolia has become a more active participant in UNDP regional and interregional programmes. During the fifth cycle, the Government intends to take greater advantage of UNDP global, regional and the North-East Asia subregional programmes so as to maximize complementarities with the country programme, and access know-how and experience that may be available through different levels of cooperation.

29. Other themes mandated by the UNDP Governing Council, including TCDC, women in development, grass-roots participation in development and transfer and adaptation of technology, will be addressed in the context of various programmes in support of the above objectives. In addition, the Government will also actively participate in UNDP activities for the prevention of the human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS).

Economic performance management

30. Over the past two years, the Government's efforts have been devoted to developing overall, macroeconomic policies and regulatory frameworks and related institutional structures. With the deepening of the economic reform process, the Government will give more emphasis to the development of key socio-economic sectors which are crucial to Mongolia's sustainable development.

31. The overall objectives for UNDP assistance in this area are: (a) formulation of policies and strategies in the most critical areas of economic and social sectors; (b) facilitation of investment financing by donors; and (c) national capacity-building for effective utilization of development funds, both from the Government and donors. The programme has four main components:

(a) Policy reviews/substantive studies of key socio-economic sectors to define policy options and identify most effective strategies;

(b) The identification of cost-effective investment strategies for key sectors and preparation of investment plans and policies as required;

(c) The development of national capacity for effective aid management and coordination; and

(d) Direct support/institution building to address critical bottlenecks in economic management in close cooperation with the World Bank, IMF and other bilateral donor activities.

32. The Government wishes to direct approximately 36 per cent of available UNDP resources in this area of concentration. Measures for judging accomplishment in this field are adoption and implementation of integrated policies and strategies for the key socio-economic sectors; mobilization of investment financing; and private-sector development and improved aid utilization and absorptive capacity.

33. Complementary assistance. The resources coordinated by UNDP for economic performance management include cost-sharing contributions from the Governments of Japan and the United States and from the World Bank. In addition, UNDP, through a Management Services Agreement (MSA), also provides about $3 million in technical cooperation financed by the World Bank/International Development Association. Somewhat related are MSAs for about $37 million for emergency support and critical imports financed by the Governments of Denmark, Japan and the Netherlands. It is expected that significant additional cost-sharing funds and UNDP regional and interregional programme funds will also be available.

Management development

34. The Government's programme for management development constitutes one of the principal pillars of the reform process and aims at building institutional and organizational structures and capacities required for a decentralized market economy. The programme, formulated by UNDP at the request of the Government and interested donors at the 1991 Donor Consultation Meeting, has five components:

(a) Strengthening Mongolia's key management training institutions to enhance the country's management training capacity on the basis of an integrated and coordinated strategy for management training capacity development;

(b) Streamlining and rationalization of the civil service to improve its efficiency and effectiveness;

(c) Decentralization and strengthening of local government to improve its capacity and effectiveness;

(d) Creation of an enabling environment for private-sector development through appropriate direct and indirect policy instruments; and

(e) Formulation of policies and measures for rationalization of public enterprises and utilities and their effective management.

35. Though each of the five components is an essential part of the overall programme, UNDP assistance will, at the outset, concentrate on the first three components. Support to other components will depend on resources available from other donors. Several donors have indicated interest and it is expected that full funding for the programme ($5 million) will be mobilized in due course.

36. About 36 per cent of available UNDP resources will be allocated to activities in this area. The main indicators of success will be improved national capacity for delivering management training; improved efficiency of the central civil service; decentralization to local government; and improved management of public and private enterprises. In view of Mongolia's critical need for qualified personnel, consideration will be given to limited funding - preferably, from cost-sharing contributions - of long-term degree training and English language training in support of management development.

37. Complementary assistance. UNDP IPF resources allocated to management development activities will be supplemented by funds from a variety of sources, including the Special Programme Resource (SPR)-financed MDP ($700,000) and cost-sharing/parallel financing from key donors. Potential donors to the programme include the Governments of Australia, Denmark, France, Japan and Sweden and possibly the European Economic Community (EEC).

Poverty alleviation

38. Mongolia ranks 88 out of 160 countries on the human development index. However, this rating pertains to the situation in 1990, prior to the economic crisis caused by the collapse of the CMEA system and the problems resulting from the reform process. The deepening economic crisis, involving rapid inflation, high unemployment and shortages of basic foods, has resulted in a serious

decline in living standards, especially among the relatively poor. At present there are 69,000 families, approximately 350,000 persons, living below the official minimum income level. The Government is developing a new framework for social security and insurance services to protect the poor.

39. The Government recognizes the social costs involved in structural reform and the need to protect vulnerable groups from the negative effects of the reform process. The Government seeks UNDP assistance to address the emerging problems through catalytic interventions in four areas:

(a) Review of the baseline situation on poverty, including an institutional mechanism for monitoring poverty, targeting the poor and the delivery of programmes and projects aimed at poverty alleviation;

(b) Review and restructuring of the country's social security and welfare systems, including the introduction of new health insurance schemes and retraining of the unemployed, especially women;

(c) A feasibility study for the establishment of a Social Investment Fund aimed at infrastructure activities that will directly benefit target groups and promote productive activities through micro- and small enterprises, cooperatives and other forms of production; and

(d) Facilitation of involvement of non-governmental organizations (NGOs) in Mongolia both as funding and implementing agencies, particularly in the context of projects aimed at poverty alleviation through direct involvement of beneficiaries.

40. About 12 per cent of available UNDP resources will be devoted to this area. The major part of these IPF resources will be channelled towards community/NGO-supported activities at the grass-roots level, while support for some other areas will be forthcoming from SPR. Measures for judging achievments in this area are improved poverty monitoring mechanisms; improved social welfare systems; established modalities for a Social Investment Fund and related administrative capacity; and improved capacity of local NGOs and external NGO involvement in poverty alleviation.

41. Complementary assistance. As indicated above, UNDP IPF resources allocated for this area of concentration will be complemented by funding from SPR for poverty alleviation. UNDP assistance will be closely coordinated with assistance from UNFPA, ILO, UNICEF and the United Nations Development Programme for Women (UNIFEM). AsDB is considering a major programme for employment generation which will have a bearing on poverty issues. The EEC and the World Bank are also likely to support poverty programmes.

Environmental protection

42. The Government attaches hgih priority to sustainable development and wishes to follow up on the United Nations Conference on Environment and Development, drawing upon UNDP comparative advantage and lead role in Capacity 21, as well as the UNDP partnership with the World Bank and the United Nations Environment Programme (UNEP) in the GEF. It is envisaged that UNDP activities in support of the Government's policy of sustainable development will have two dimensions:

(a) Direct environmental conservation and protection measures/programmes aimed at halting and, if possible, reversing environmental deterioration. This will entail interrelated action programmes designed to address key environmental issues faced by Mongolia, e.g., soil degradation, water resources degradation, air pollution - especially in urban areas - and loss of biological diversity due to inadequate protection of existing flora and fauna. To the extent possible, programmes/projects will adopt a participatory approach and involve local community/government and NGOs;

(b) Overall environmental management capacity-building and policy formulation, including raising awareness of policy makers and the general public and strengthening institutions involved in environmental management, environmental planning, monitoring and evaluation and environmental auditing.

43. The Government, with UNDP assistance, has already submitted a biodiversity project for GEF funding ($2.5 million), the approval of which is anticipated in the near future. The Government plans to submit projects in the areas of land degradation and air pollution for future funding. The criteria for measuring impact of these projects will be developed drawing upon standard guidelines for environmental impact assessment.

44. Complementary assistance. Other donor assistance in the area include an environmental impact assessment project supported by AsDB and the wild horse project supported by the Government of the Netherlands. Assistance from the Danish International Development Agency (DANIDA) for ecotourism and from the German Agency for Technical Cooperation (GTZ) for the Ghobi National Park Project (Part B: Przewalski horse) are also under consideration. In addition, UNDP is developing regional and subregional programmes for environmental conservation and protection, in which Mongolia will participate fully so as to take maximum advantage of complementarities.

C. Assistance outside the main areas of concentration of the country programme

45. Funds have been set aside for a small project designed to provide support, including logistical and administrative support, to UNDP activities in the three areas of concentration and to facilitate the overall effectiveness of UNDP technical cooperation by financing mechanisms for short-term advisory services under such arrangements as UNISTAR. An unprogrammed reserve of approximately 25 per cent of the IPF, representing 16 per cent of total country programme resources, has been set aside to respond to unforeseen technical cooperation needs.

D. Implementation and management arrangements

46. Mongolia's capacity for national execution is limited at present. With the new institutional arrangements that have been put into effect recently, it is expected that the Government's capacity for national execution will be enhanced and that there will be a corresponding increase in national execution of UNDP cooperation. Where required, the Government will seek technical support from specialized agencies of the United Nations system.

47. Given the cost-effectiveness and excellent work of UNV specialists during the fourth country programme, UNDP will continue to expand their use in the fifth country programme. In addition, efforts will be made to ensure increased use of consultants and such other cost-effective modalities, as TCDC, UNISTAR and associate experts.

48. Though initially UNDP will follow a project approach, it has been agreed that assistance will move towards a programme approach. The MDP initiative is Mongolia's first programme prepared with UNDP support. A positive experience with this programme will lead to the development of programmes in other priority areas as "windows" for coordinated programming and resource mobilization.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	(2 624)	
Fifth cycle IPF	10 734	
Estimated expenditures in 1992	(1 779)	
Subtotal IPF		6 331
Project cost-sharing (Government)	-	
Project cost-sharing (third party)	3 477	
Programme cost-sharing	-	
Subtotal cost-sharing		3 477
TOTAL		9 808

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

	Thousands of dollars			Percentage of total resources
Area of concentration	IPF	Cost-sharing	Total	
Economic Management	2 048	1 477	3 525	36
Management Development	1 524	2 000	3 524	36
Poverty Alleviation	1 176	-	1 176	12
(Environmental Protection) a/	-	-	-	
Subtotal	4 748	3 477	8 225	84
Unprogrammed reserve	1 583	-	1 583	16
TOTAL	6 331	3 477	9 808	100

a/ Not included in table pending confirmation of funding from GEF and Capacity 21 fund.

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

(Thousands of dollars)

A.	UNDP-administered funds		
	SPR (MDP only, other inputs under discussion)	700	
	UNCDF	-	
	UNSO	-	
	UNIFEM	30	
	UNRFNRE	-	
	UNFST	-	
	Subtotal		730
B.	Other United Nations resources		
	JCGP participating agencies		
	UNFPA	4 000	
	UNICEF	2 000	
	WFP	-	
	IFAD	-	
	Other United Nations agencies (non-UNDP financed)		
	IAEA	2 000	
	WHO	2 000	
	FAO	1 583	
	Global Environment Facility	3 000	
	Subtotal		15 313
	Total non-core and other United Nations resources		15 313
C.	Non-United Nations resources		-
	TOTAL		15 313

Annex II

PROGRAMME MATRIX a/

Area of concentration	Area of focus: Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. ECONOMIC AND PUBLIC ADMINISTRATION REFORM AND MANAGEMENT						
Management development	*	*	*	*	*	
Economic management	*	*		*		
II. SOCIAL DEVELOPMENT AND QUALITY OF LIFE						
Poverty alleviation	*	*		*	*	*
Environment	*	*	*	*	*	*

a/ Asterisks indicate major linkage only.